

Appendix 1 Definitions

Definitions of Key Terms

Career Functions – Those aspects of the relationship that enhance learning the ropes and preparing for advancement in an organization (Kram, 1983).

Coaching – Helping an individual develop the abilities and knowledge to do his or her job better; to improve the quality and/or quantity of his or her work, which leads to improving business results for the organization (Crawford, 2010).

Developmental Relationships – Relationships that positively contribute to both individuals' professional and personal growth (Kram, 1988); a set of people a participant names as taking an active interest in and action to advance the participant's career by providing developmental assistance (Higgins & Kram, 2001).

Developmental Seeking Behavior – Behaviors used by individuals to gain the assistance they need. This may be in the form of information seeking behavior, help seeking behavior or feedback seeking behavior (Higgins et al., 2007).

Developmental Networks – A subset of a person's social ties that are identified as those relationships the participant identifies as being of particular importance to the career growth and personal learning (Higgins & Kram, 2001; Lankau & Scandura, 2002).

Developer - An overarching term for people the participant names as providing developmental assistance (i.e. career and psychosocial support) (Higgins & Kram, 2001).

Knowledge - Justified true belief (Nonaka, 1994); a fluid mix of framed experience, values, contextual information and expert insight that provides a framework for evaluating and incorporating new experiences and information. Knowledge originates and is applied in the minds of knowers. In organizations, it often becomes embedded not only in documents and

repositories but also in organizational routines, processes, practices and norms (Davenport and Prusak, 1998).

Mentor/Participant – Individuals who receive career support and guidance from individuals with advance experience and knowledge (Kram, 1988). The guidance and support does not have to be in the form of a formal mentoring relationship.

Mentoring – Helping an individual develop abilities and knowledge and achieve his or her personal career goals (Crawford, 2010).

Mentoring Functions –Those aspects of developmental relationships that enhance both individuals' growth and advancement (Kram, 1988).

Organizational (Traditional) Career Attitude – Tendency where a person finds a traditional career path of sequential jobs within an organization (Hall 1976).

Protean Career Attitude Orientation–When the person, not the organization, is the driver and of their career (Hall, 1976; Hall & Mirvis, 1996). The person's career perception manifests to a lesser or greater degree of a protean career orientation (Briscoe & Hall, 2006).

Psychosocial Functions – Those aspects of a relationship that enhance a sense of competence, clarity of identity and effectiveness in a professional role (Kram, 1983).

Relational Models of Growth and Development – Emphasize the role of relational interactions in the growth process (Jordan, et al., 1991; Miller, 1986).

Relationship or Developmental Constellation – The set of relationships an individual has with people who take an active interest in and action to advance the individual's career by assisting with his or her personal and professional development (Higgins & Thomas, 2001).

Social Construction – The understanding or ideological lens that reality is subjective based on one's personal meaning (Berger & Luckmann, 1967).

Tacit Knowledge- Knowledge that is deeply rooted in action, commitment and involvement in a specific context we know more than we can tell (Polanyi, 1966). It is cognitive and technical in nature. Cognitive is mental models, schemata, paradigms that provide perspectives. Technical is concrete know-how crafts and skills.

Workplace Learning – The way individuals or group acquire, interpret, reorganize, change or assimilate a related cluster of information, skills and feelings and construct meaning in their organizational life (Marsick, 1987).